Who is Ray Hoving?

Characteristics	Years of Experience		
Human being	61		
Husband	37		
Father	29		
Adult	(Still working on it)		
Student	20		
Practitioner	*Air Products IT Dir-CIO* 28	+ 1.5	*Senior Vice President; Talent Management Solutions Bernard Hodes Group; an Omnicom company*
Consultant	10	*Principal Consultant; Ray Hoving Associates*	
Academic	3 (equivalent)		
Researcher	1 (equivalent)		
SIM Member	25 +		
UVa-EOG	**Today's role:** 3	*Some guy who talks at Ryan's classes every once in a while*	

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IT Human Capital Questions

- Is there a shortage of IT Professionals?
  - Says who? (e.g. vendors, associations, government, employees, CIOs)
- What can be done collectively to address this issue?
  - Increase supply? (e.g. off-shoring, green cards, student enrollment)
  - Decrease the demand (e.g. economic downturn, IT Doesn't Matter)
- What can your organization do to get and keep the right IT Professionals?
  - Recruiting and Retention Practices? (back to basics)
  - Recruiting Technologies? (eat our own dog food)
  - Social Networks? (that's just being crazy)

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Supply/Demand Imbalance - "Perfect Storm" Environment
The Need for Skilled Professionals is Greater Than Ever

- The U.S. Needs 1.5 million additional skilled IT professionals by 2012

- 70M baby boomers exit workforce during next 15 years; only 40 million workers entering

Shortfall of **32 MILLION** professionals 2010-2020

- Between 2010 and 2020, the US, Europe, Japan, China and India will face a shortfall of 32M technically specialized professionals

- NACE (Nat'l Assoc of Colleges & Employers) actively lobbying for more H-1B visas to address talent crisis

- Watson Wyatt, Monster.com; U.S. Department of Labor; Bureau of Labor Statistics; Information Technology Association of America,

IBM Academic Initiative

ibm.com/university/academicinitiative

- Partnering with schools, colleges and universities to drive open standards

- Better educate millions of students for a more competitive IT workforce

- Offerings:

  - IBM middleware and tools
  - Access to IBM hardware
  - Course materials and textbooks
  - Curriculum assessment services

  - Education: faculty and IT staff
  - Certifications, Tutorials, articles
  - Forums, webcasts and newsletters
  - New skills for the 21st century

Supported by a Worldwide Community of IBM Volunteers

Goal – Win/Win Collaboration

- To foster a spirit of collaboration among universities and businesses

- Work together to increase the supply of skilled resource necessary to maintain and improve our competitive position in the Global Economy.

SIM is…

…a professional society of senior IT leaders.

…the premier network for IT leadership.

…a provider of resources and programs inspired by IT leaders for IT leaders.

…a community of thought leaders who share experiences and rich intellectual capital.

…an organization that enables CIO's to further develop the leadership capabilities of themselves and their staff.

…a collective voice to advocate policy and legislation on behalf of the IT profession across industries.

Top IT Management Concerns:

1. IT & Business Alignment
2. Recruiting and Retaining IT Professionals
3. Security & Privacy
4. IT Strategic Planning
5. Speed & Agility
6. Government Regulation
7. Complexity Reduction
8. IT Governance
9. Information Architecture
10. Business Process Reengineering

"Consistently among the top 3 issues for 20 years"

SIM
International

Advocacy

- **SIM Takes Stand on the Workforce Shortage Issue**
  - ❑ Whitepaper to DC
  - ❑ Joint Academic/Practitioner Research
  - ❑ Joint program with Microsoft

- **SIM responded to the National Strategy to Secure Cyberspace**

- **Legislative Advisories**
  - ❑ New offering to keep members informed on issues that may impact their business

- **Position Statements**
  - ❑ Approved by Chapter Presidents & Executive Board
  - ❑ Non-vendor related, not industry specific

Phil Zwieg

VP Advocacy & Communities of Interest

SIM
International

IT Workforce Shortage - The Employee View?
(or former employee view?)

IT Workforce Shortage - The CIO View?
(or at least the ones in this room)

Careers - Baseline

SEARCH
Google™ Custom Search

Baseline

SUBSCRIBE TO BASELINE FREE | RSS | SUBSCRIBE TO NEWSLETTER

ZIFF DAVIS **enterprise**

HOME | COMPLIANCE | INTELLIGENCE | IT MANAGEMENT | MID-MARKET | NEWS | PROJECTS | INTELLIGENCE

Podcasts | Videos | Slideshows

5 Nov 09:

**Careers Slideshow:
IT Staffing Trends**

While spending predictions may have scared IT workers about their job prospects, a recent poll of CIOs by the Society for Information Management found that IT HR spending trends in 2010 may be more favorable than workers fear.

2 tweets

retweet

IT STAFFING TRENDS

2 Around **34%** of CIOs said their staffing dollars were increased in 2009 and **45%** say they'll have more money to spend on staffers in 2010.

Baseline®

Instant Opinion Pole; Insert here:
- ➢ **bla**
- ➢ **bla**

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Getting and Keeping the Right IT Professionals
(What can you or your Organization do)

- Recruiting and Retention Practices? (back to basics)
- Recruiting Technologies? (eat our own dog food)
- Social Networks? (that just being crazy)

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Recruiting and Retention Practices
(What that the HR experts say)

The growing recognition that the quality talent is a sustainable competitive advantage, coupled with a realistic view of the complexity and scope of changes in the global workforce, has led to a renewed focus and urgency around talent management. Based on nearly 700 responses, human resources (HR) and business leaders overwhelmingly identified "attracting and retaining skilled and professional workers" as the workforce challenge most impacting their organizational strategy. "Developing manager capability," "retaining high performers," "developing succession pool depth," and "addressing shortages of management or leadership talent" closely followed.

Top 5 Workforce Challenges

1. Attracting and retaining skilled professional workers
2. Developing manager capability
3. Retaining high performers
4. Developing succession pool depth
5. Addressing shortages of management or leadership talent

1

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Recruiting and Retention Practices

Talent acquisition fundamentals are in place, but there is plenty of room for improvement

Most organizations have the fundamental aspects of talent acquisition firmly in place, including processes to ensure compliance, incentives for employee referrals, and internal job posting mechanisms.
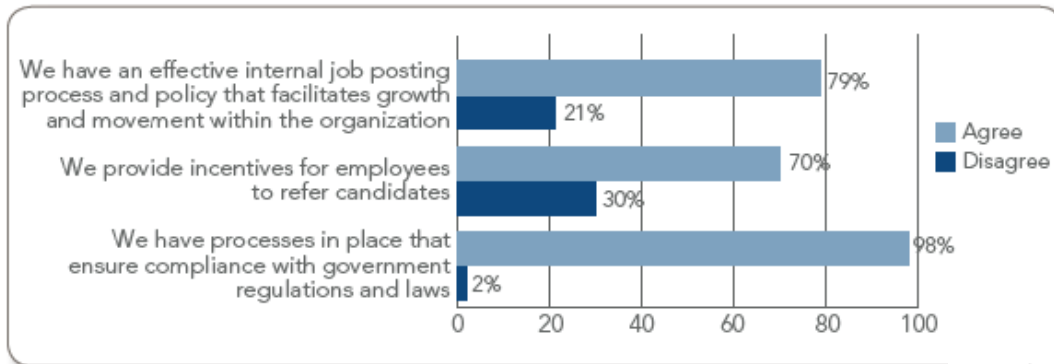
However, few organizations have well-integrated talent acquisition processes or are effectively leveraging technology. A mere 16% of organizations consistently use technology to automate their recruiting processes. Their shortcomings don't stop there, as little is being done to integrate talent acquisition practices with other talent initiatives. While 68% of organizations make considerable use of competency-based hiring, just 12% of organizations consistently link candidate screening criteria to other talent management processes, such as performance management, development, and succession planning.

Leverage recruitment technologyin all aspects of the recruitment process — 16% / 29% / 38% / 16%

What Some Smart People Say
(Context for our discussion of IT Human Capital)
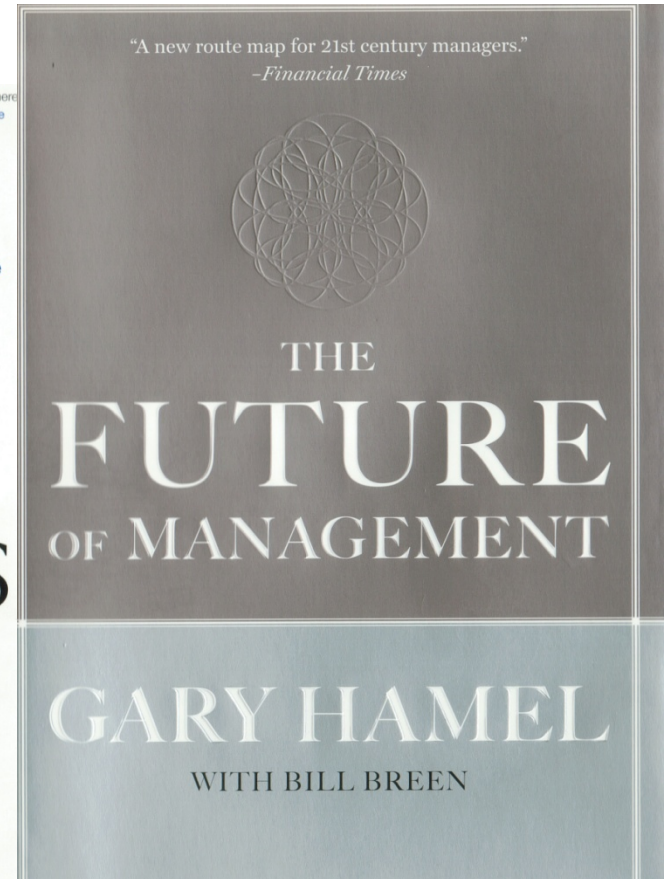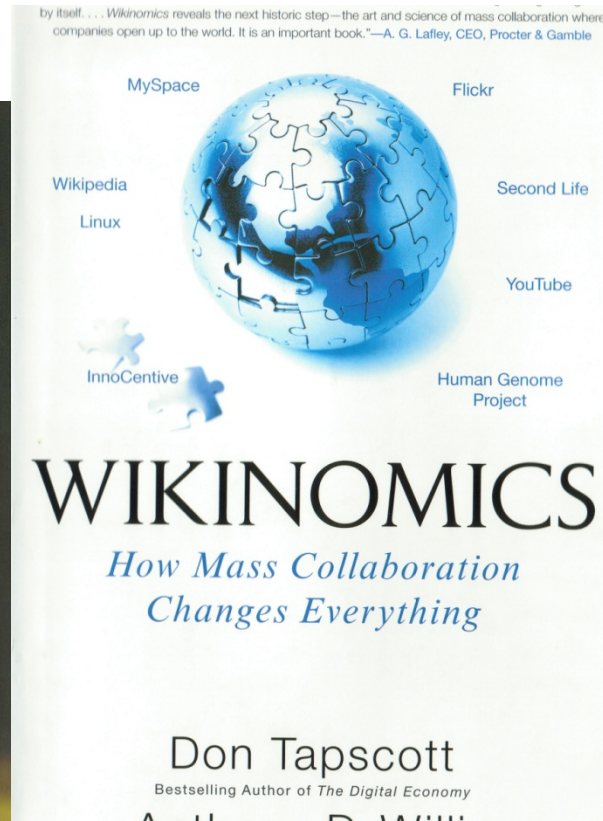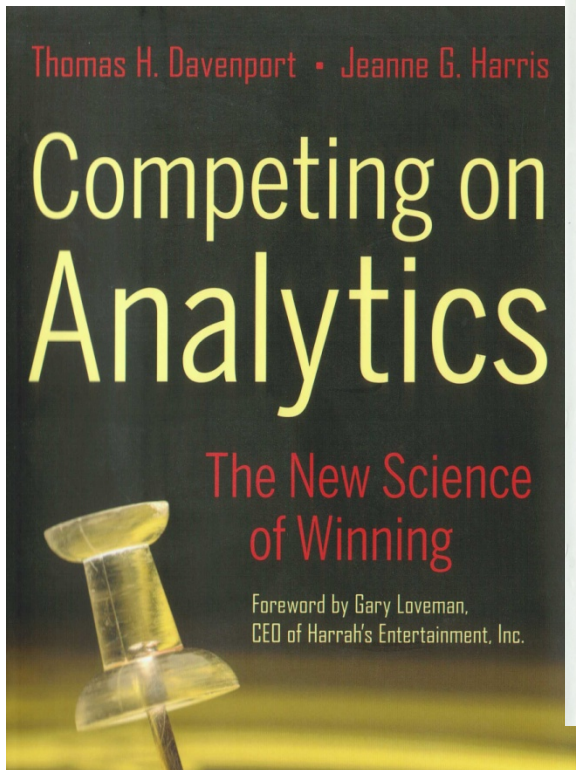
Management Practices

Strategist Gary Hamel Re-Imagines Management

Baseline

Talent will matter far more than titles. And one of the most important catalysts and models for 21st century management will be the Internet. "Technology makes it possible to organize and manage in new ways," says Hamel, a visiting professor of strategic and international management at the London Business School and co-founder of the school's Management Innovation Lab. An edited version of Hamel's conversation with CIO Insight follows.

If you think about management in the simplest way, it's about doing two things. One is to amplify human capability and to get people the tools that allow them to achieve more than they otherwise could. The other is aggregating human capability. How do you put together the efforts of the individuals so they can do collectively what they couldn't do individually

Technology makes it possible to organize and manage in new ways, but it usually takes companies and individuals quite a while to find a way to exploit that new technology. Not only are there new problems but we have new tools that allow us to compound human effort in ways we never could have done before, something like open source.

The last time I checked, there were over 150,000 open source projects around the world with 1.5 million participants. You could aggregate human effort with almost no hierarchy, no job descriptions, mobilizing an army of volunteers around the world. That is management innovation and it was simply inconceivable 15 years ago.

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Air Products Emerging Technologies Organization
(CIRCA 1985)

TECHNOLOGICAL DISCONTINUITY
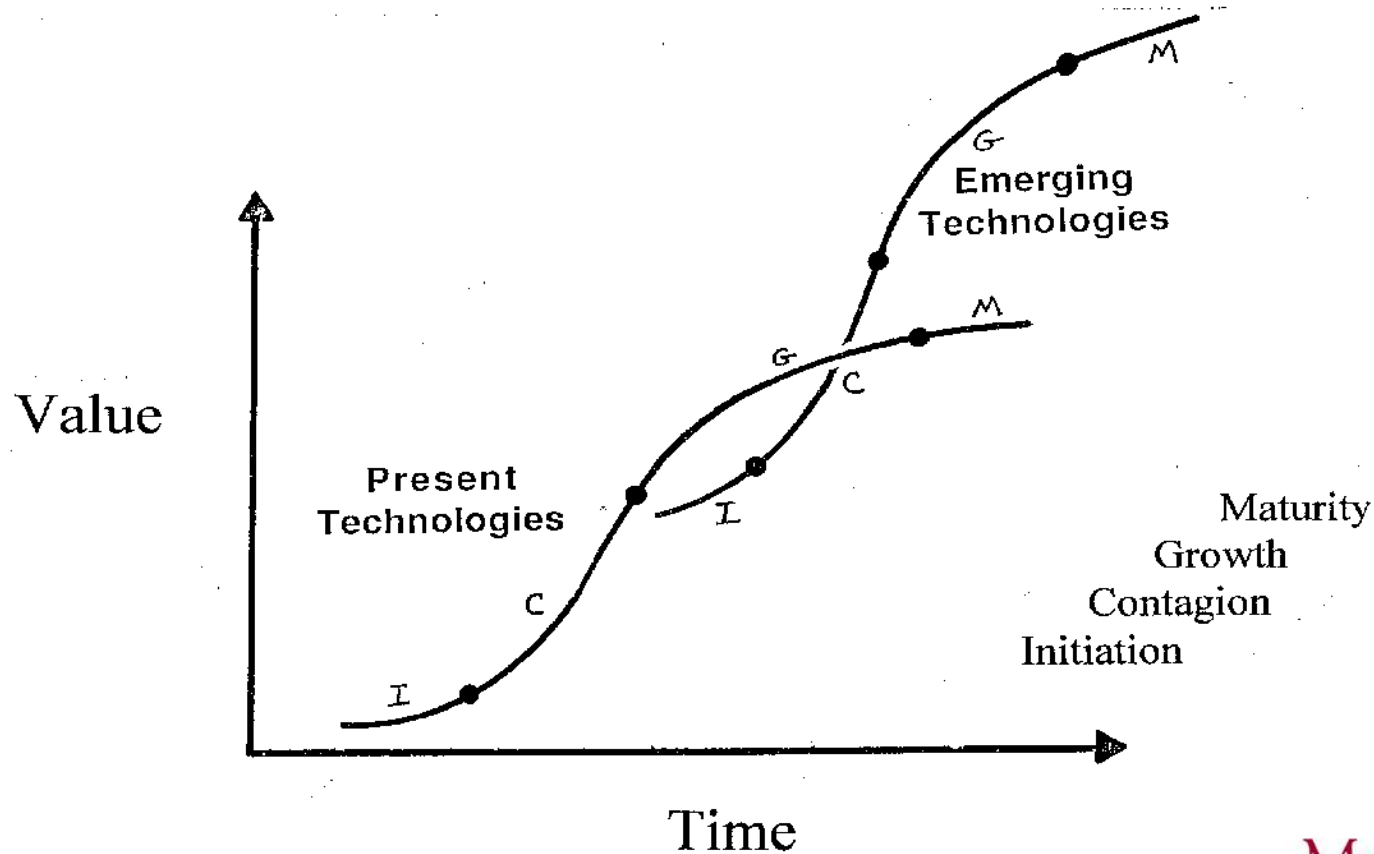
How to Recruit Human Capital

(In the context of Emerging Technologies)

Marketspace Discontinuity
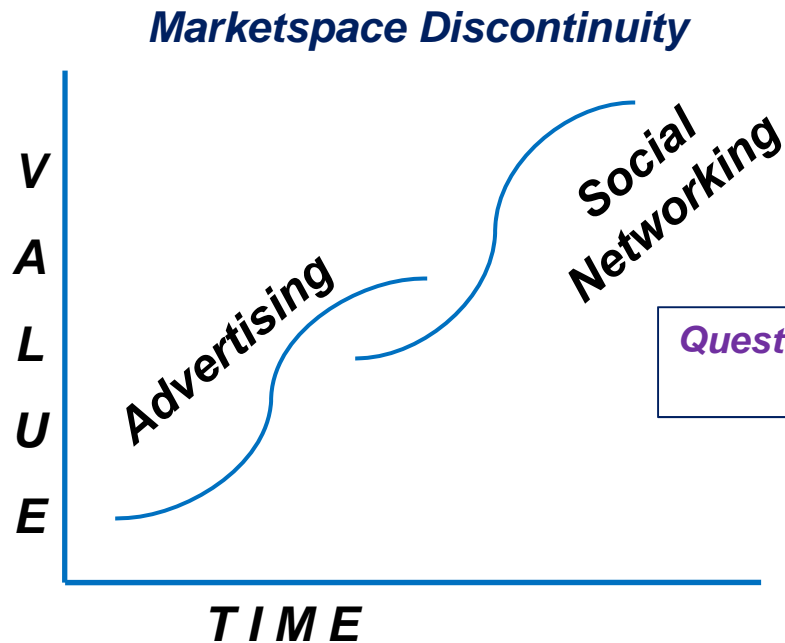
Question: Will traditional Want-Adds and Job-Board postings be replaced by social networking?
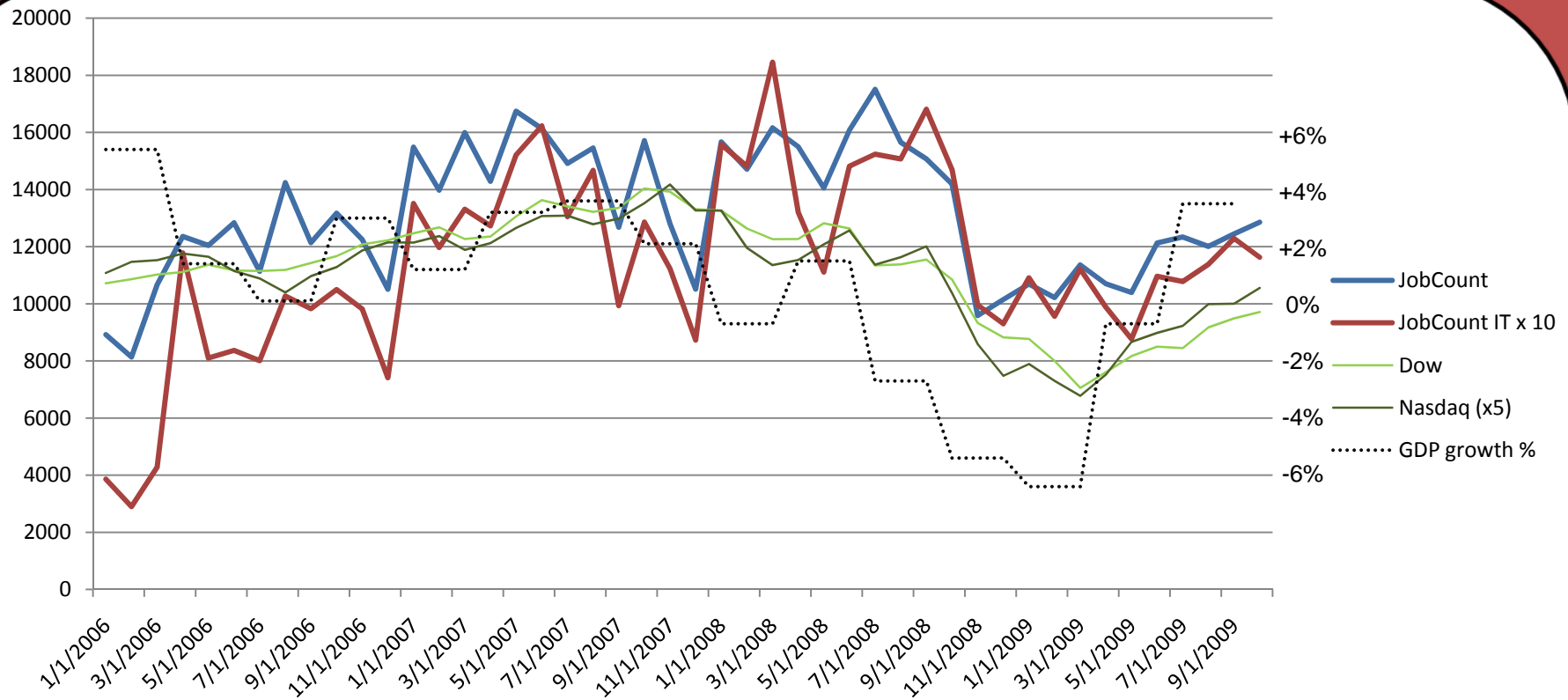
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Job Posting Analytics

Social Networks Challenge Most of Us

- Using Social Networks for company-wide recruiting is...
  - New for many of us
  - Hard to govern
  - Hard to scale
  - Rife with hazards
    - Recruiters using their personal accounts, complete with their weekend getaway pictures.
    - Colorful language used by candidates that's searchable on the Social Web.

facebook
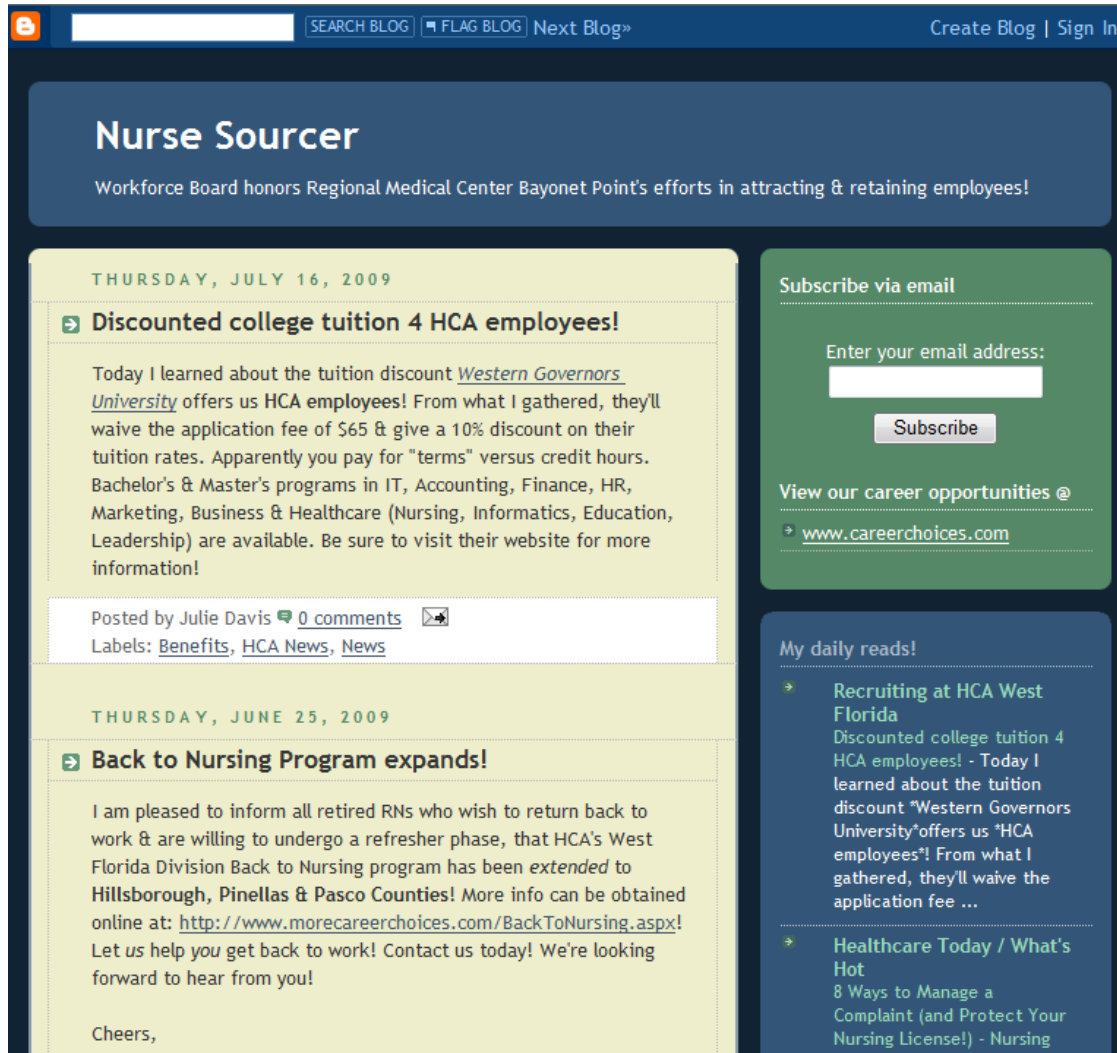
Linked in ®

Ning

☺friendster ®

myspace ®
a place for friends

And Employees Are Blogging to the World

But... Social Networks Are Gaining an Audience

US Facebook Users By Age Group and Gender
(InsideFacebook.com, 5/26/09)
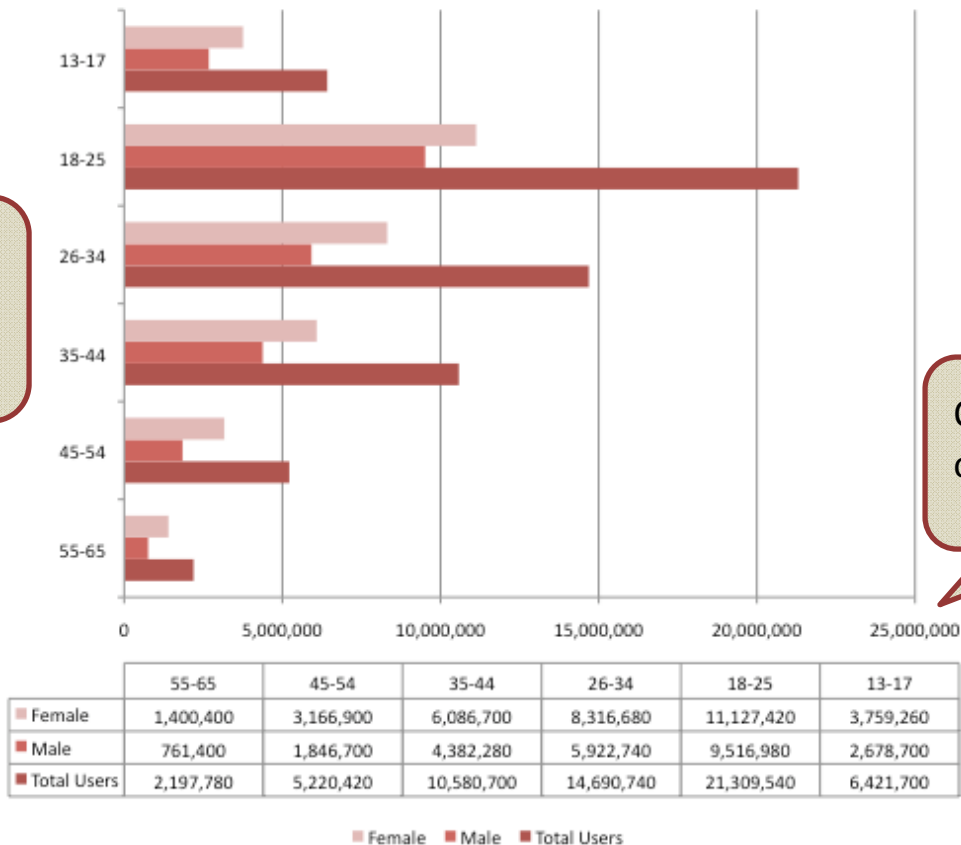
Users spent over 1 billion hours on social media in June, 2009 (SAI, 7/15/09)

Over **250M** users on Facebook alone

	55-65	45-54	35-44	26-34	18-25	13-17
Female	1,400,400	3,166,900	6,086,700	8,316,680	11,127,420	3,759,260
Male	761,400	1,846,700	4,382,280	5,922,740	9,516,980	2,678,700
Total Users	2,197,780	5,220,420	10,580,700	14,690,740	21,309,540	6,421,700

Female   Male   Total Users

So How about we Twit it?

(Reverse the amplification – search to find them versus advertizing so they find us)

Sourcing on Twitter

- Find People You Know (build a core)
- Search for Other People (target talent)
- Use Advanced Search and Operators
- Search with Google
- Search with Twellow
- Search with Twingly

Search on Twellow

- **Twellow** supports **Boolean search**
- Also supports categorized search as in the **example at right**
- 2.7MM of the approx. 10MM on Twitter listed
- Try **(massachusetts | "rhode island" | boston | providence) (nurse | nursing)**
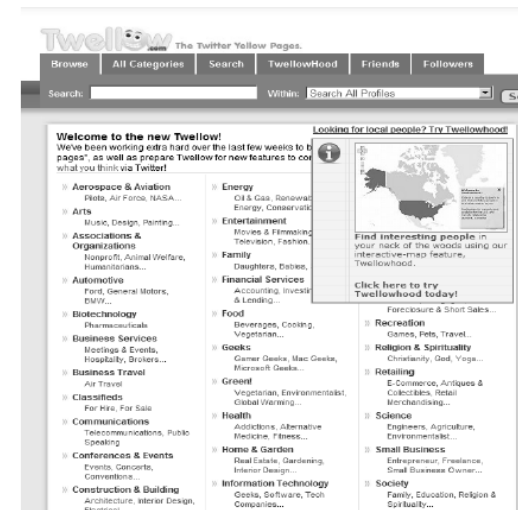
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So How about we Build a Widget?

(Let aggregation take care of the amplification)
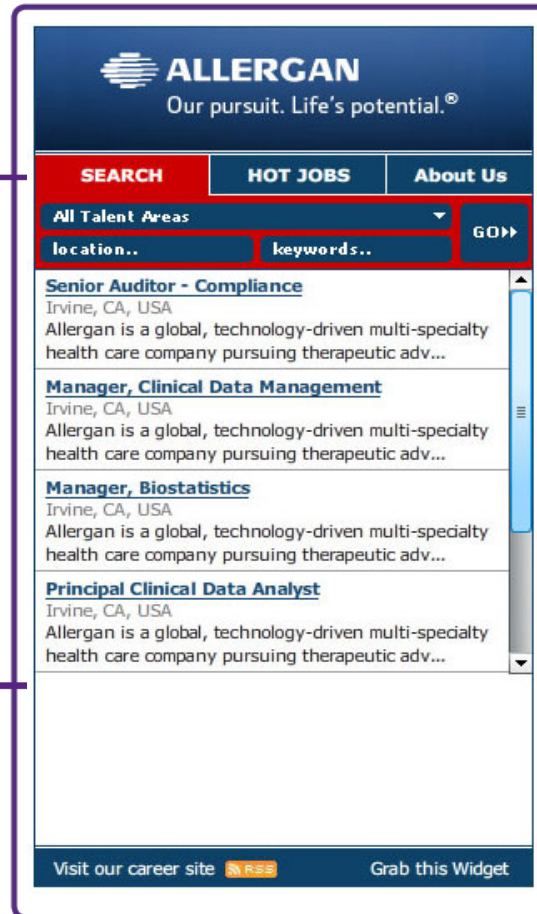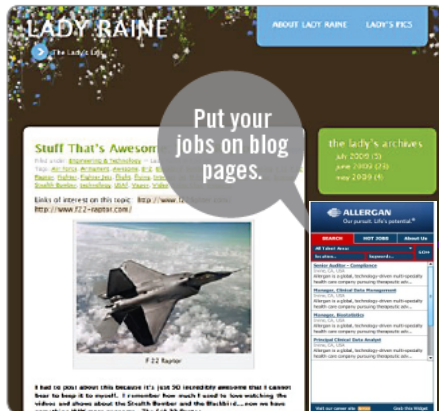
We Can Baby Step Web 2.0 Safely

- What if we shrank your career site into a box that you can use for Web 2.0 Recruiting?
 - **Lower risk & governance**
  - **Larger footprint in Social Recruiting**

Candidates Can Place it on their Personal Pages

Companies Can Place it on their Fan Pages

Add the widget to your splash pages.

Employees Can Put them on their Blogs

smartPost

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(revisited)

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